

66476/024

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

re Application of:

Jong Woon PARK et al.

Serial No. 09/742,302

Filed: December 22, 2000

Ex-Vessel Core Melt Retention Device
Preventing Molten Core Concrete Interaction

PATENT

Group 3643

Examiner: Jeffrey L. Gellner

* * * * *

RESPONSE

September 3, 2002

Commissioner of Patents and Trademarks
Washington, DC 20231

Sirs:

This is in response to the Decision mailed August 26, 2002.

It is to be noted that the Petition for Retroactive License under 37 C.F.R. 5.25 was filed December 22, 2000, the filing date of the present application, not March 30, 2001 referred to the Decision at the penultimate paragraph on page 1 thereof.

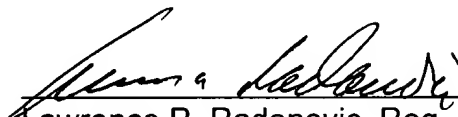
Enclosed is a copy of the receipt sheet bearing the mailroom date stamp of December 22, 2000 and indicating the enclosure of a Declaration of T. G. Theofanous under 37 C.F.R. 1.68. It is presumed that such petition was mislaid or lost by the Office.

#10
3643
9/3/02
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SEP 05 2002
GROUP 3643
BEST AVAILABLE COPY

Response
Serial No. 09/74,302
Page 2

As requested, enclosed is a duplicate Declaration of T. G. Theofanous under 37 C.F.R. 1.68 in support of the December 22, 2000 petition for retroactive license under 37 C.F.R. 5.25.

Respectfully submitted,



Lawrence R. Radanovic, Reg. No. 23,077

Attorney for Applicant

Attachments

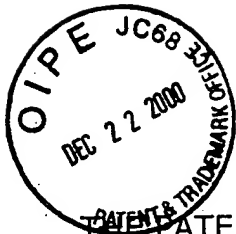
DYKEMA GOSSETT PLLC
FRANKLIN SQUARE -THIRD FLOOR WEST 300
1300 I Street, N. W.
Washington, D.C. 20005

ID56718



FILE COPY

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GROUP 3600



DYKEMA GOSSETT PLLC

Third Floor West, Franklin Square
1300 I Street, NW
Washington, DC 20005-3306

PATENT AND TRADEMARK OFFICE OFFICIAL FILING DATE STAMP
HEREON IS ACKNOWLEDGMENT OF FILING:

- | | |
|--|--|
| <input type="checkbox"/> Preliminary Amendment | <input checked="" type="checkbox"/> UTILITY APPLICATION |
| <input type="checkbox"/> Amendment/Req. for Reconsideration | <input checked="" type="checkbox"/> 8 Pages of Specification |
| <input type="checkbox"/> Reply Brief (in triplicate) | <input checked="" type="checkbox"/> 3 Claims (1 page) |
| <input type="checkbox"/> Substitute Specification | <input type="checkbox"/> Declaration/Power of Atty. |
| <input type="checkbox"/> Information Disclosure Statement | <input checked="" type="checkbox"/> Abstract of the Disclosure |
| <input type="checkbox"/> Form PTO 1449 w/4 refs. | <input checked="" type="checkbox"/> 2 Page of formal Drawings |
| <input type="checkbox"/> Assignment Document | <input type="checkbox"/> PTO 1595 |
| <input type="checkbox"/> Request for Extension of Time | <input type="checkbox"/> PTO 1390 |
| <input type="checkbox"/> Certified Priority Document | <input type="checkbox"/> Intern. Search Report/Int. Prel. Exam. Report |
| <input type="checkbox"/> Translation of Application | <input type="checkbox"/> WO 99/65411 |
| <input type="checkbox"/> Issue Fee Transmittal (PTOL-85B) | <input checked="" type="checkbox"/> Post Card |
| <input type="checkbox"/> Req. for Corrected Filing Receipt w/Attachments | <input type="checkbox"/> Small Entity Declaration |
| <input type="checkbox"/> Submission of Priority Document | |
| <input type="checkbox"/> Letter to Official Draftsman w/1 Sheet drawings | |
| <input type="checkbox"/> (Other) <u>Change of Agent's Firm Name, Address and Phone Numbers</u> | |
| <input checked="" type="checkbox"/> Declaration of T. G. Theofanous under 37 C.F.R. 1.68 | |
| <input checked="" type="checkbox"/> Petition for Retroactive License Under 37 C.F.R. 5.25 | |

TITLE: Ex-Vessel Core Melt Retention Device Preventing Molten Core Concrete Interaction

INVENTOR: PARK et al.

Serial No. To be assigned

DOCKET No. 66476-024

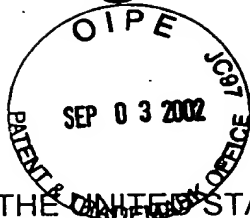
DATE: 12/22/00

DUE: 12/28/00

CLIENT: Young International

charge deposit account \$-0-

66476/024



IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

In re Application of:

Jong Woon PARK et al.

Serial No.

Filed:

) PATENT
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)
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Ex-Vessel Core Melt Retention Device
Preventing Molten Core Concrete Interaction

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* * * * *
DECLARATION OF T. G. THEOFANOUS
UNDER 37 C.F.R. 1.68

I, T. G. Theofanous, hereby declare and state that:

I am a joint inventor of the invention set forth in the above-identified application;

I am a citizen of the United States of America, residing at 857 Sea Ranch Drive,
Santa Barbara, California 93109;

The invention as set forth in the above-identified application was made by me as
a co-inventor in the United States;

I submitted a draft of my report entitled "An Ex-Vessel Coolability Concept For
KNGR" to Dr. Jong Woon Park of KEPRI in South Korea by letter dated March 1, 1999
(copy enclosed) *indicating the patentable value of it.*
~~to determine if there was any interest in supporting such work.~~

Dr. Park wrote back to me on March 2, 1999 (copy enclosed) and on March 13, 1999
(copy enclosed) Dr. Park e-mailed me several questions on the paper. On July 28, 1999

11/24/00

267
11/24/00

1999 (copy enclosed) I received an e-mail from Dr. Park in response to mine of July 13. On February 17, 2000 I received an e-mail from Dr. Park (copy enclosed) informing me for the first time that a Korean patent application had been filed on my invention. By letter of February 17, 2000 (copy enclosed) I contacted a U.S. attorney to determine what my options were. On July 13, 2000 I wrote to Dr. Park (copy enclosed) to tell him about the "issues" raised by my U.S. attorney. He responded immediately, telling me that he understood, but that "things have gone too far." He advised me to wait and let the "Korean Patent Office submit the EVR patent application to U.S." I responded that he told me to make preparations with the U.S. patent, and that I was surprised with his position. No response was received until July 26, 2000 (copy enclosed) apologizing for being late, but not really responding to my e-mail of July 13, 2000. I received an e-mail on July 31, 2000 (copy enclosed) attaching the recently revised and corrected patent document on EVR received from his patent agency. On August 29, 2000 (copy enclosed) I got a fax from Dr. Park asking me to execute the Combined Declaration and Power of Attorney. On August 30, 2000 I sent an e-mail (copy enclosed) to Mr. Choi, a member of management of KEPRI. On October 4, 2000, I telephoned Lawrence R. Radanovic, Esq. of Dykema Gossett PLLC, and we discussed several background matters. I indicated that my U.S. attorney had advised that a retroactive foreign filing license must be obtained before filing of the application in the United States. On October 25, 2000 I sent Mr. Radanovic materials from my file relevant to this project;

After my discovery that the application had been first filed in Korea, I diligently sought the filing of an application corresponding thereto in the United States as well as a retroactive license for foreign filing, also as documented by the chronology of events set forth above;

The Korean patent application was first filed through error, and without deceptive intent and without the required license under section 5.11 having first been obtained;

To the best of my knowledge and belief the invention set forth in the subject Korean application does not disclose an invention within the scope of 35 U.S.C. 181;

To the best of my knowledge and belief the subject invention was not under a secrecy order at the time it was filed abroad, and that it is not currently under a secrecy order;

To the best of my knowledge or belief the subject invention was not made or conceived in the course of, or in connection with, or under the terms of any contract, subcontract, or arrangement entered into with or for the benefit of United States Atomic Energy Commission or its successors; Energy Research and Development Administration or the Department of Energy.

The undersigned declares further that willful false statements and the like so made are punishable by fine or imprisonment, or both, under 18 U.S.C. 1001, and that such willful false statements may jeopardize the validity of the application or any resulting registration, and that all statements made of his own knowledge are true and all statements made herein on information and belief are believed to be true.

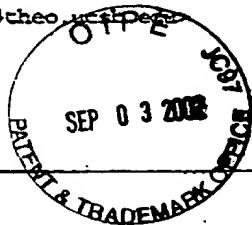

T. G. THEOFANOUS

Date: 11/24/00

parkjw@kepri.re.kr,3/1/99 3:44 PM -0700,Draft Report

1

To: parkjw@kepri.re.kr
From: Eileen Horton <eileen@theo.ucsbs.edu>
Subject: Draft Report
Cc:
Bcc:

X-Attachments:  kepri.pdf

Dear Dr. Park:

Attached is a draft of my report, as promised. If you cannot read it, please let me know, and I will be able to fax it to you (please let me have your fax number).

I am excited about the prospects of commercializing this idea. It can work very well, even for existing reactors. I would recommend that KEPRI file for an international patent as soon as possible. If by chance KEPRI is not interested, I would hope you would let me know so that I can file for a patent myself.

I am looking forward to having KEPRI's comments on this draft, so I can finalize it. Especially, feel free to tell me of any areas where my reasoning is not clear enough or if you need further details.

Sincerely yours,

T.G. Theofanous, President
Theofanous & Co., Inc.

#1

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SEP 05 2002
GROUP 3000

Jong Woon Park, 3/2/99 5:21 PM +0900, Re: Draft Report

1

X-Sender: parkjw@168.78.8.10
 Mime-Version: 1.0
 Date: Tue, 02 Mar 1999 15:21:34 +0900
 To: "Professor Theofanous" <theo>
 From: Jong Woon Park <parkjw@keprie.kr>
 Subject: Re: Draft Report
 Cc: eileen



#2

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SEP 05 2002

GROUP 3000

Dear Professor Theofanous:

I received your report. It is good to read. Thank you for your collaboration.

We wish to file this idea for a patent. However, please give me 1 or 2 week to review and prepare questionnaires for full understanding, and to discuss with Dr. Oh. (Frankly, I have many questions.) I wish coming questions would not cause you a trouble.

My fax and phone numbers are changed to:
 Fax: 82-42-865-5704
 Phone: 82-42-865-5738

↖ Eps note ✓

Sincerely,

Jong Woon Park
 CARD/KEPRI

At 03:54 JAEA 99-03-01 -0700, you wrote:

>Dear Dr. Park:

>

>Attached is a draft of my report, as promised. If you cannot read it,
 >please let me know, and I will be able to fax it to you (please let me have
 >your fax number).

>

>I am excited about the prospects of commercializing this idea. It can work
 >very well, even for existing reactors. I would recommend that KEPRI file for
 >an international patent as soon as possible. If by chance KEPRI is not
 >interested, I would hope you would let me know so that I can file for a patent
 >myself.

>

>I am looking forward to having KEPRI's comments on this draft, so I can
 >finalize it. Especially, feel free to tell me of any areas where my reasoning
 >is not clear enough or if you need further details.

>

>Sincerely yours,

>

>T.G. Theofanous, President

>Theofanous & Co., Inc.

>

>Attachment Converted: c:\eudora\attach\keprie.pdf

>

Dear Dr. Park
 I am delighted that you
 enjoyed my report. I had
 some tough time coming up
 with an idea that would
 be neat, cheap,
 and acceptable -
 I am happy that you
 agree with the patent idea.
 Looking forward to
 your comments
 Since

Jong Woon Park, 7/13/99 3:52 PM +0900, A Question

Date: Tue, 13 Jul 1999 17:52:55 +0900
 From: Jong Woon Park <parkjw@kepri.re.kr>
 Organization: KEPRI
 X-Accept-Language: en,ko,ja
 MIME-Version: 1.0
 To: theo@theo.ucsb.edu
 Subject: A Question



Dear Professor Theofanous:

How have you been?

It is so bad that we cannot go further with EVC concept. However, we are interested in that design so much and I am waiting for an official final progress report.

Anyway, I wish to ask you a question if it does not cause you an inconvenience.

I am attaching a letter entitled "Lessons Learned from the ACRS Review of the AP600 Design" (from Mr. Dana A. Powers to Dr. William D. Travers at NRC).

In the section on "In-Vessel Retention of Core Debris" of the attached letter, it is said that "... More experiments and analyses are needed before in-vessel core debris retention can be credited as part of the licensing basis. At this time, we believe in-vessel core debris retention should only be considered as a severe accident management strategy"

I think that FSER of NRC to grant a Final Design Approval to AP600 design means IVR is credited as a Licensing Basis. In this regard, I wish to hear your opinion.

Looking forward to hearing from you soon.

Sincerely,

Jong Woon Park
 CARD/KEPRI

March 22, 1999

Dr. William D. Travers
 Executive Director for Operations
 U.S. Nuclear Regulatory Commission
 Washington, D.C. 20555-0001

Dear Dr. Travers:

SUBJECT: LESSONS LEARNED FROM THE ACRS REVIEW OF THE AP600 DESIGN

During the 460th meeting of the Advisory Committee on Reactor Safeguards, March 10-13, 1999, we completed deliberations regarding lessons learned from our review of the AP600 passive plant design. As noted in our July 23, 1998 report, issues on the safety aspects of the AP600 application were resolved to our satisfaction. In the course of our review, however, we identified some lessons learned that could affect reviews of future applications or that could be relevant to operating plants.

Printed for Gail <gail@theo.ucsb.edu>

Now regarding your question. Actually because of political reasons, it went on both sides of the river. Officially, they declared IVR way not accepted or licensing basis, but unofficially, they have a decision on it. Actually, again for political reasons, they gave IVR a full hearing.

Dear Dr. Park, note came on 1 way. Funny that your write up on the patent thinking he wanted you to have it a few days before. Please tell lawyer we need to have some generality in description so we cover our claim well, and against any v mal changes by others. @ my final report will follow shortly. Is it true that you have not comments and suggestions? Otherwise it will be pretty much what you have already heard already. I have not heard of it.

Jong Woon Park, 7/26/99 9:20 AM +0900, Re: Utility Patent Application

1

Date: Mon, 26 Jul 1999 09:20:39 +0900
 From: Jong Woon Park <parkjw@kepri.re.kr>
 Organization: KEPRI
 X-Accept-Language: en,ko,ja
 MIME-Version: 1.0
 To: eileen <eileen@theo.ucsb.edu>
 Subject: Re: Utility Patent Application



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#4

For the time being, I have been out of office.
 I received the e-mail. Thank you.

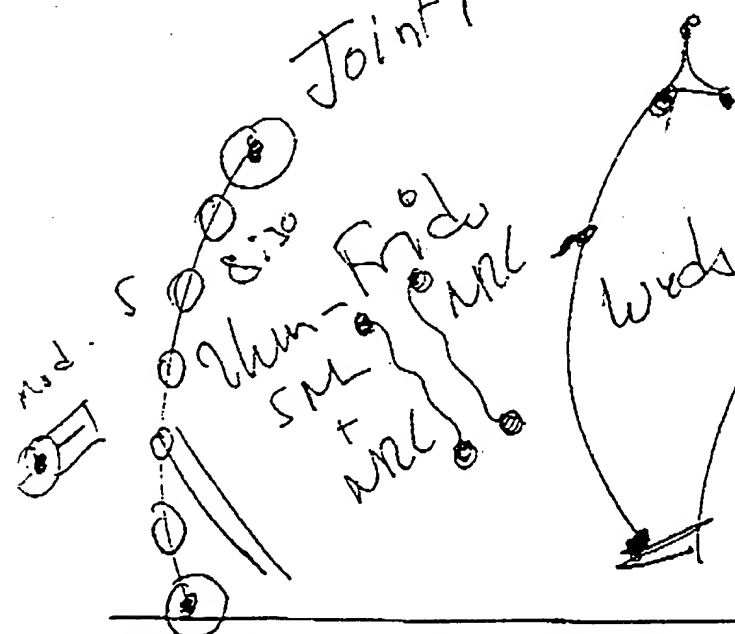
Jong Woon Park
 CARD/KEPRI

eileen wrote:

> Dear Dr. Park:
 >
 > Professor Theofanous asked me to check with you to be sure that you
 > received his e-mail of July 13 regarding the Utility Patent Application.
 > He is concerned because you are usually so prompt in responding. If you
 > did not receive the e-mail please let me know, and I will be happy to send
 > it once more.
 >
 > Thank you for your consideration.
 >
 > Sincerely,
 >
 > Eileen S. Horton
 > Admin Assistant to
 >
 > T.G. Theofanous

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 P. w. w. w.

Jong Woon Park, 2/17/00 6:23 PM +0900, Preparing a Patent for USA

1

From: "Jong Woon Park" <parkjw@kepri.re.kr>
To: "eileen" <eileen@crss.ucsb.edu>
Subject: Preparing a Patent for USA
Date: Thu, 17 Feb 2000 18:23:59 +0900
X-Priority: 3
Status:

Dear Professor Theofanous:

How are you.
Here is a good news.



#5

Our upper manager told me to expedite the patent application for EVR to USA.
I will try to finish the process in March.
I appreciate that you have waited so long.
Until the document is submitted to US patent office, I think Korean patent application will protect the priority as our lawyer said.
So I think you can process for the new research on EVR is USA.

In the near future, I wish to submit a plan for research project in relation with EVR idea. So if possible, please let me know in what specific area of EVR verification Korean organization can contribute.

Sincerely,

Jong Woon Park
CAPD/KEPRI

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GROUP 3600

TO: :
FROM: :

PHONE



NOV. 13. 2002 10:04PM P 3

=?ks_c_5601-1987?B?udrBvr/u?=: 7/13/00 9:18 AM +0900, Re: US patent

From: =?ks_c_5601-1987?B?udrBvr/u?=: <parkjw@kepri.re.kr>
To: "theo" <theo@crsa.ucsb.edu>
Subject: Re: US patent
Date: Thu, 13 Jul 2000 09:15:33 +0900
X-Priority: 3
Status:

Dear Professor Theofanous:

I understand the situation where you stand.

However, things are gone too far.

The patent for EVR with KEPRI guy's names are already issued to Korean patent office for US application. If you progress the patent in US also, it will damage ourselves since KEPRI is spending money and time for that.

Actually, I am not that much interested to be a primary inventor. It was only a administrative way. Since KEPCO is public company, near every contract is based on KEPCO's and Korean rule. The same is true for the intellectual property. KEPRI will always say EVR is the KEPCO's property based on the Contract.

I think the problem comes from the fact that you are progressing patent in USA. Even though it is delayed too much, I wish you could be patient until Korean patent office submit the EVR patent to US. We are at the front door.

Sincerely,

Jeng Woon Park
Center for Advanced Reactors Development
Korea Electric Power Research Institute (KEPRI)
103-16 Munji-Dong, Yusong-Gu
305-380, Taejeon, Korea

----- Original Message -----

From: theo
To: parkjw@kepri.re.kr
Sent: Thursday, July 13, 2000 6:44 AM
Subject: US patent

Dear Dr. Park:

In my pursuit of our patent here with the lawyers, I have encountered a couple of serious problems that you need to bring immediately to the attention of your management.

1. Apparently there is a law here that dictates that all discoveries made on US soil should be first patented in the US patent office. This applies independently from who paid for or who owns the invention. I did not know of any such law, but I am surprised that KEPRI's lawyers did not know about this law. In any case, my lawyer here thinks we can recover, by making a special application that explains the situation and pleads ignorance.

2. There is another strict aspect of patent law here that requires that only the real inventors appear on a patent. This is so severe that if it is found to be not true, the whole patent can be lost. In our case, the problem is that on the Korean patent they have put your name and Ohns as inventors. Since you have not been involved in the investigation, this is very risky and unacceptable for the US patent, according to my lawyer. Again, I did not know that, and frankly I don't even care if your names are on, but I didn't know until I saw the Korean application that you sent me that your names were on it too. Hopefully, this is not of concern in Korea, so there is nothing required for recovery, if we have only my name on the US patent. The KEPRI investors can be safeguarded by a special contractual agreement that is very easy to do, according to my lawyer here.

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Printed for theo <theo@theo.ucsb.edu>

SEP 05 2002

GROUP 3600

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3/11 1
As I mentioned before his has nothing to do with property!! It has to do with law, and danger of jeopardizing the patent. Did you talk to your management?
Jeng Woon Park

Dear Dr. Park
I am very surprised you look at your answer. You told me to make preparations with US patent, and in doing so I discovered all these things I wrote.
Go

TO :
FROM :

PHD :



NOV. 19. 2002 10:04PM P 4

=?ks_c_5601-1987?B?udrBvr/u?=: 7/26/00 9:28 AM +0900, Re: Patent

From: =?ks_c_5601-1987?B?udrBvr/u?=: <>
To: "theo" <theo@crs.ucsb.edu>
Subject: Re: Patent
Date: Wed, 26 Jul 2000 09:28:21 +0900
X-Priority: 3
Status:

Dear Professor Theofanous:

I am sorry that it's too late to respond.
Please don't be unhappy. I would not quit communications.

The patent application for US is now at the Korean patent office.
It will be submitted to US patent office in a moment. I have telephoned
the lawyer to ask the exact time of submittal, but he is in vacation and
will be back on Thursday.

I have talked to Korean lawyer about the patent problem. He said if
we have a letter that you transfer your right for the EVR patent to KEPRI,
there will be no legal problem in both US and Korea.

For the IVR, I understand what you want to say.
I wish to state about situation of AP600 IVR in design point of view.
For the large release frequency (level 2 PSA), the IVR is successful for
only 65.7%. The reason is: in order for IVR to be successful, system
depressurization and cavity flooding should be established.

Even though reactor vessel failure of AP600 would be physically
unreasonable once depressurized and cavity flooded, the system
failure (depressurization and cavity flooding) is not physically
unreasonable.

That is the same situation for the KNGR. Difference is the probability of
IVR once depressurized and flooded. Even though it is lower
for the KNGR and may not be physically unreasonable, we have to
think in a systems point of view. I think we don't have to pose
too many resources to one severe accident strategy since there
is no physically unreasonable system failure.

I am preparing calculations as you requested.

Sincerely,

Jong Woon Park
Center for Advanced Reactors Development
Korea Electric Power Research Institute (KEPRI)
103-16 Munji-Dong, Yuseong-Gu
305-380, Taejeon, Korea

----- Original Message -----

From: theo
To: parkjw@kepri.re.kr
Sent: Wednesday, July 26, 2000 3:15 AM
Subject: Patent

Dear Dr. Park:

You have done this before, so I don't mind telling you that I do not appreciate your shutting
off the communications, on the excuse that you are away, whenever you wish. I am very unhappy
and I am going to take steps to make this known, unless I hear from you in two days from now
something that makes sense.

4/11
It is normal that
during such submittal
the lawyers work with
the inventor, to make
the best possible
representation. I need
to talk to your
management urgently.
(in)

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SEP 05 2002

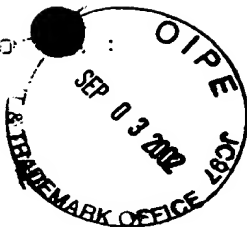
GROUP 3600

Dear Dr. Park
I am very unhappy
because your lawyers do not
know what they are doing.
One needs more experience
to prepare properly a patent.
My lawyer here had to
rewrite almost
the whole thing.
to

TO :
FROM :

PHD :

JUL 13, 2002 10:05PM P 5



=?ks_c_5601-1987?B?adrBvr/u?=: 7/31/00 6:30 PM +0900, Re: Patent

From: "ks_c_5601-1987?B?adrBvr/u?=" <?ks_c_5601-1987?B?adrBvr/u?=@theo@theo.ucsb.edu>
To: "theo" <theo@theo.ucsb.edu>
Subject: Re: Patent
Date: Mon, 31 Jul 2000 15:30:53 +0900
X-Priority: 3
Status:

Dear Professor Theofanous:

Waiting for your response to my previous e-mail.
I am attaching the recently revised and corrected patent document
on EPR received from our patent agency.

Looking forward to receiving your comments on that.

Sincerely,

Jong Woon Park
Center for Advanced Reactors Development
Korea Electric Power Research Institute (KEPRI)
103-16 Munji-Dong, Yuseong-Gu
305-380, Taejeon, Korea

Attachment converted: Archive:X1632.doc (WDBH/MSWD) (00002590)

Also I have
not contacted
your management
yet. I will do
next week.

Dear Dr Park what
I don't know waiting for
e-mail you are As far
me to respond to. responded
I know I have e-mails
all previous
I didn't get a chance
to read carefully for
patent your opinion
prepared because
of travel. I will
do so in
do week and
finish

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GROUP 3600

TO :
FROM :

PHG:

NOV. 13. 2002 10:08PM P 7



FAX COVER SHEET

Korea Electric Power Research Institute
Korea Electric Power Corporation
Yusung-gu, Munji-dong
103-16, Taejon, 305-380
Korea
Fax: 82-42-865-5704

6/11

Date: August 29, 2000
No. of pages to follow: 4

TO: Professor Theofanous
CRSS, UCSE
Phone:
Fax: 1-805-682-2033

RECEIVED
SEP 05 2002
GROUP 3500

FROM: Jong Woon Park
KEPRI
Phone: 82-42-865-5738
Fax: 82-42-865-5704
E-Mail: parkjw@kepri.re.kr

MESSAGE

Dear Professor Theofanous:

Have you reviewed the patent document? Please let me know if it should be modified.

Our patent agency appointed US attorney for USA application of patent on EVR, and asked us to sign on the attached "Combined Declaration and Power of Attorney for Utility Patent Application".

Please sign inside the box titled "Inventors Signature" on the right side of your name in page 2, and re-send it to me by air mail (we need original one).

Best Regards,

Jong Woon Park

TO :
FROM :

PHONE



NOV. 19. 2000 10:05PM F 5

RECEIVED
SEP 05 2002
GROUP 3600

Ramp@kepri.re.kr, 8/30/00 8:44 AM -0700, Patent

1

To: Ramp@kepri.re.kr
From: theo <theo@theo.ucsb.edu>
Subject: Patent
Cc: ikyang@kepri.re.kr
Bcc:

X-Attachments:

Dear Mr. Choi,

As you may know, my work for KEPRI on KNGR debris coolability has led to a new and interesting design concept that I thought was patentable. Unfortunately, what should have been a very good experience for all of us is becoming increasingly more messy and time consuming. I am especially disturbed and disappointed by KEPRI's handling of this whole situation, at least as far as it is evidenced through my contact, Dr. Jong Woon Park. Further, we are running a serious risk of failing to capitalize on what I think is a breakthrough in reactor accident management, not only for advanced, but also for existing reactors.

Throughout this painful process, Dr. Park keeps telling me that he follows "orders" from superiors, so really my contention is not with him. In fact, neither is it with anybody else, but I thought you should know that the whole process, as being pursued by KEPRI, perhaps as a result of neglect, miscommunication, or whatever other reason, is not according to the high professional standards I am accustomed to.

Hopefully we can recover from it, but to do so will require an immediate mutual understanding, and a prompt change in how we go about it. Towards this end I have decided to write to you. This and to ask your opinion on how to accomplish this. My suggestion is that we begin with a brief phone conversation. If you agree, please let me know what times I can find you and where in the next few days, and I will be happy to call you. Or, you can call me when you come in this morning about 9 a.m. your time, 4 p.m. my time. I will be at the office (805) 893-4900.

Sincerely,

theo

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